

6.0 BUSINESS RESULTS.

6.1 PRODUCT AND SERVICE QUALITY RESULTS.

6.1a Current Levels and Trends. The following charts show product and service quality results for our five Key Processes (KPs): Infantry Training, Infantry Doctrine, Infantry Future, Force Projection and Base Operations.

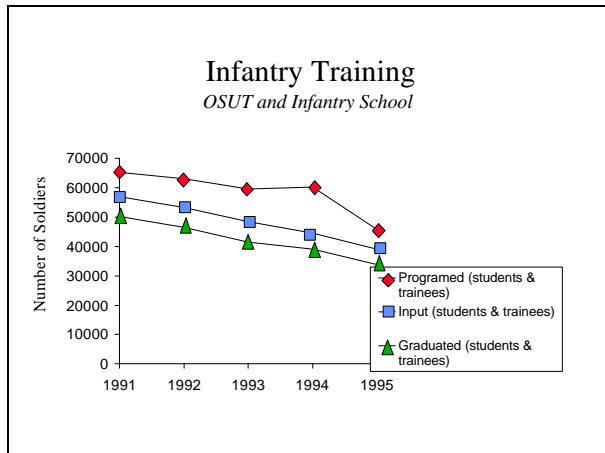


Figure 6.1.1

Figure 6.1.1 shows the current trends for soldiers trained in One Station Unit Training (OSUT), basic initial entry level training that converts civilians to soldiers; and Infantry School training that provides additional career advancement skills.

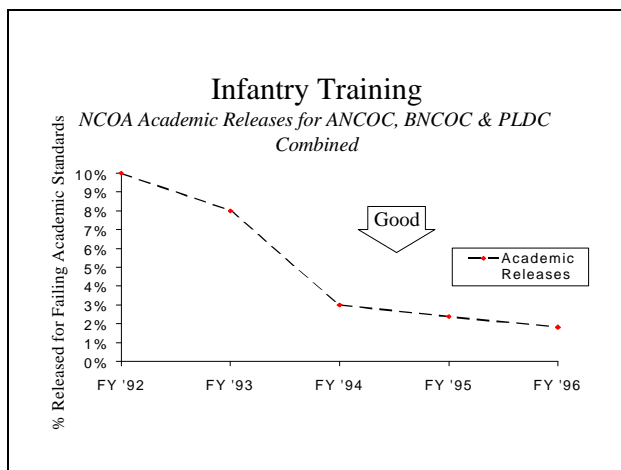


Figure 6.1.2

Figure 6.1.2 shows the latest trends in those students that have been released from the

Noncommissioned Officer Academy (NCOA) due to failing to meet academic criteria. The sharp change in trend during FY 93 is due to the Department of the Army (DA) policy allowing only soldiers in promotable status or that have been DA selected to attend the academy.

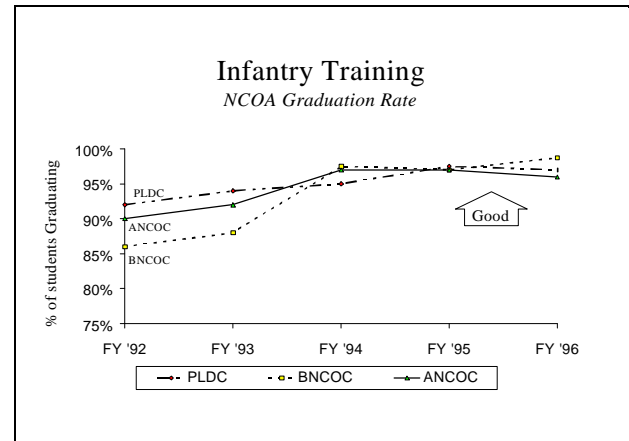


Figure 6.1.3

Figure 6.1.3 shows the current upward trend of graduation rates from all of the advanced leadership courses offered by the NCOA to include Primary Leadership Development Course (PLDC), Basic NCO Course (BNCOC) and Advanced NCO Course (ANCO).

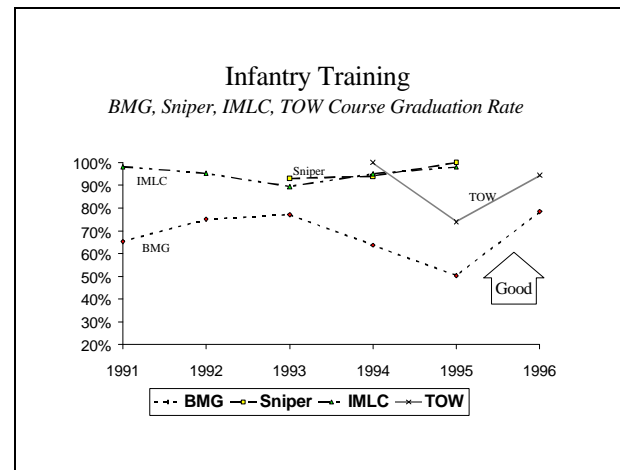


Figure 6.1.4

In Figures 6.1.4/5 the collective trend of increasing graduation rate for Fort Benning's specialized and advanced training schools is depicted for Bradley Master Gunner, Infantry Mortar Leader, Sniper, and TOW Master Gunner Courses.

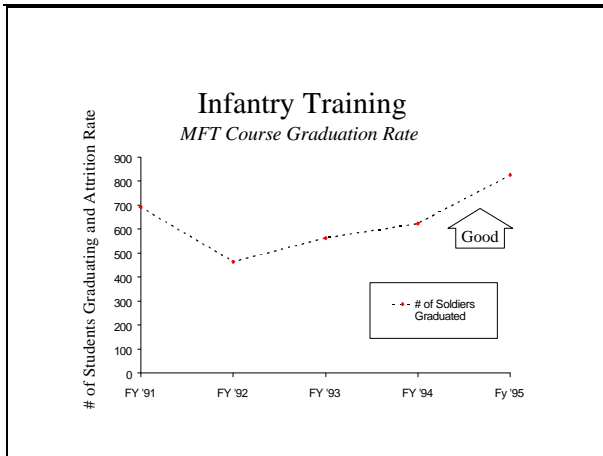


Figure 6.1.5

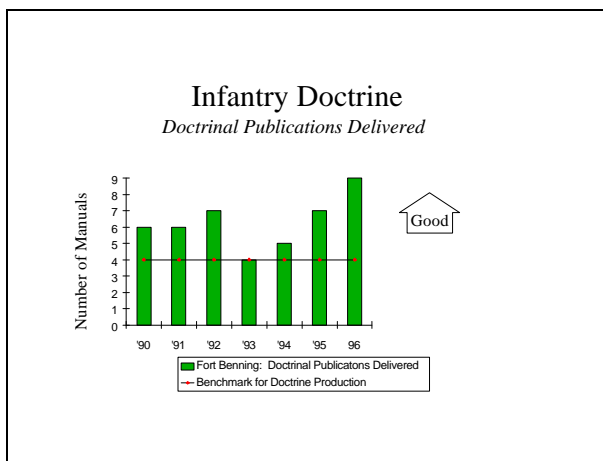


Figure 6.1.6

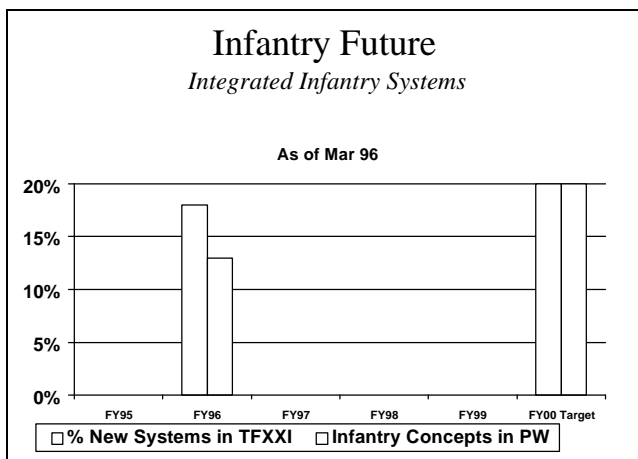


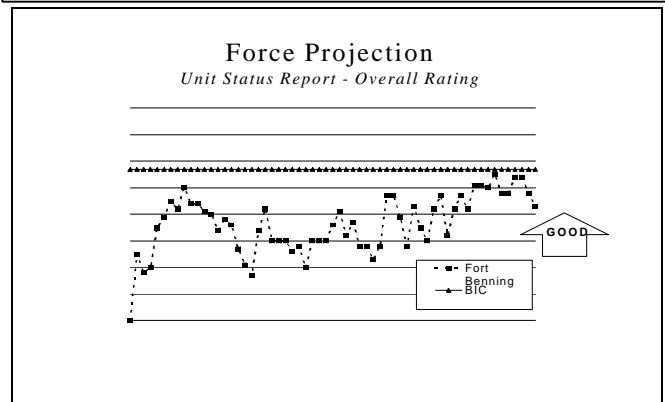
Figure 6.1.7

Infantry Futures objective has been to fully integrate the Commander's vision for the Infantry into Task Force XXI. One major Advanced Warfighting Experiment (AWE) has been successfully completed during the past year. Figure 6.1.7 reflects the % of new Infantry

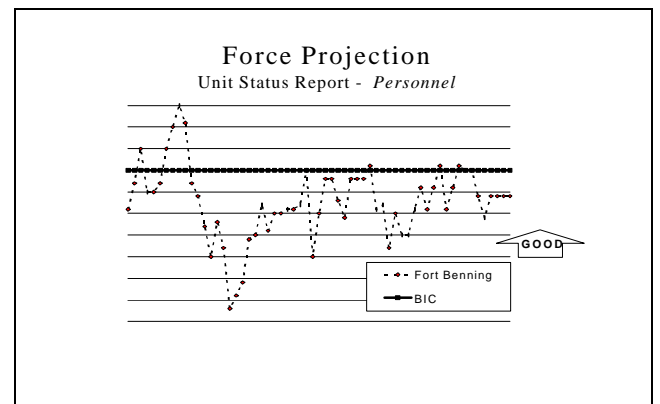
systems integrated into Task Force XXI and our participation in Prairie Warrior.

Figures 6.1.8 through 6.1.12 represent the Unit Status Report overall rating and the resource scores for: Personnel, Training, Equipment on Hand and Equipment Serviceability.

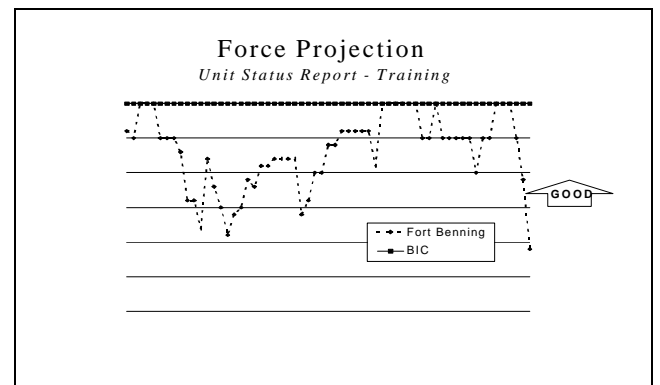
***Note: For security purposes charts do not contain reference to time, nor indicate a measurement. This information can be made available for an on-site visit only.**



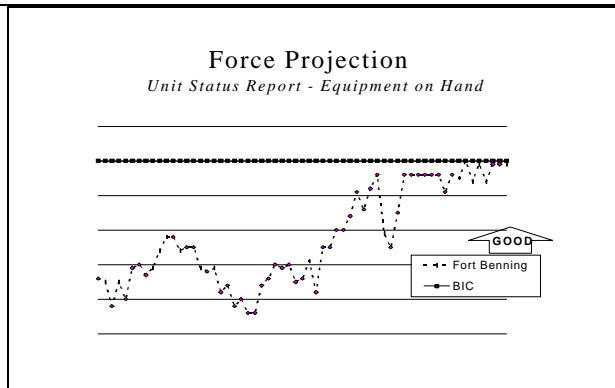
*Figure 6.1.8



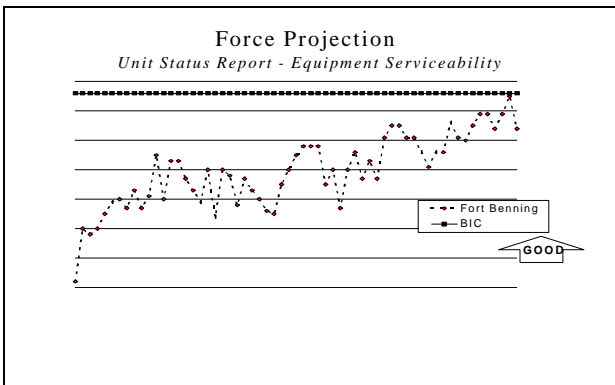
*Figure 6.1.9



*Figure 6.1.10



*Figure 6.1.11



*Figure 6.1.12

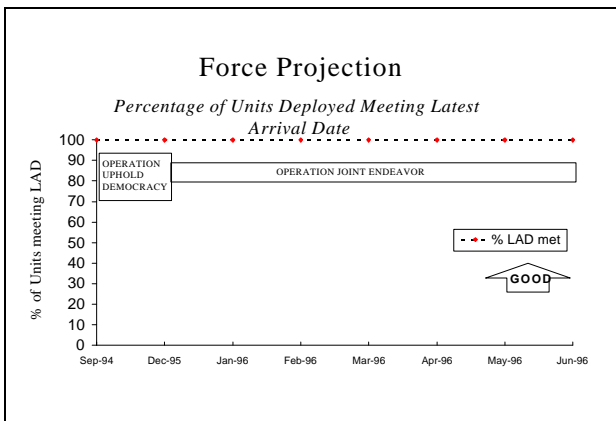


Figure 6.1.13

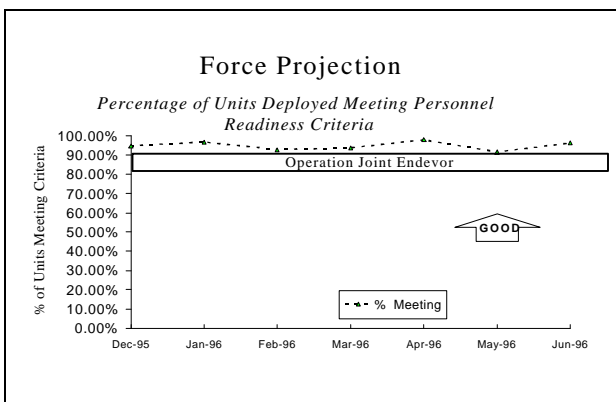


Figure 6.1.14

Figures 6.1.13-16 show Fort Benning results for power projection displaying 100% of units arriving in theater on time, 100% of equipment deployable ready and between 90%-100% of personnel in a deployable ready state

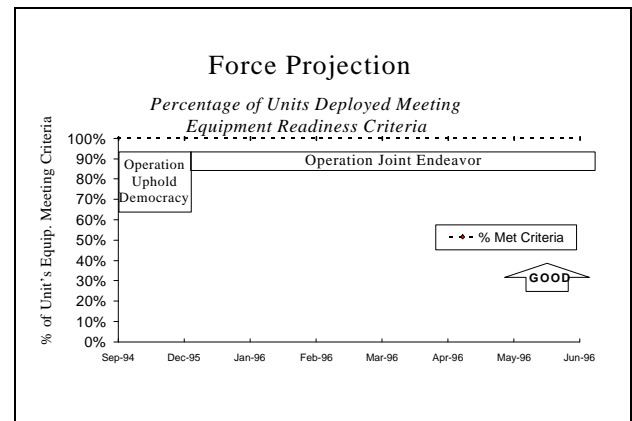


Figure 6.1.15

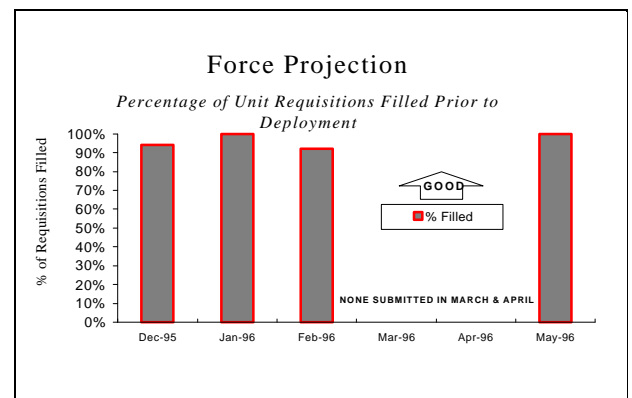


Figure 6.1.16

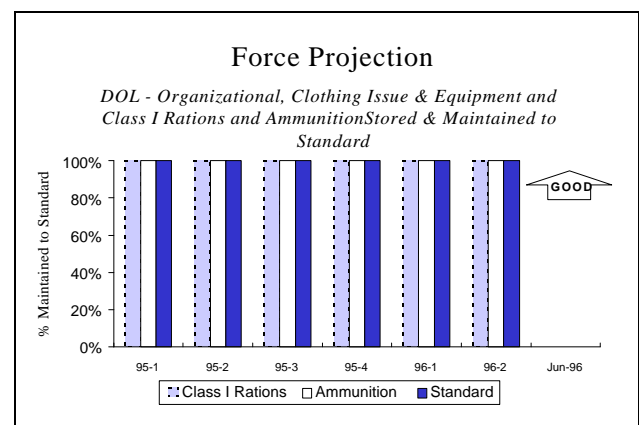


Figure 6.1.17

Figure 6.1.17 depicts the Fort Benning results for power projection for support material to include Class I and Ammunition, both of which have maintained 100% readiness.

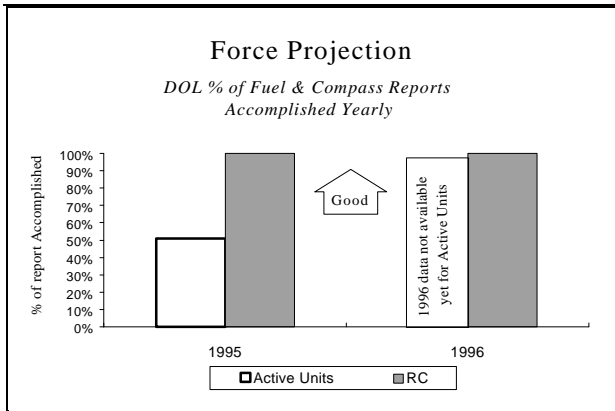


Figure 6.1.18

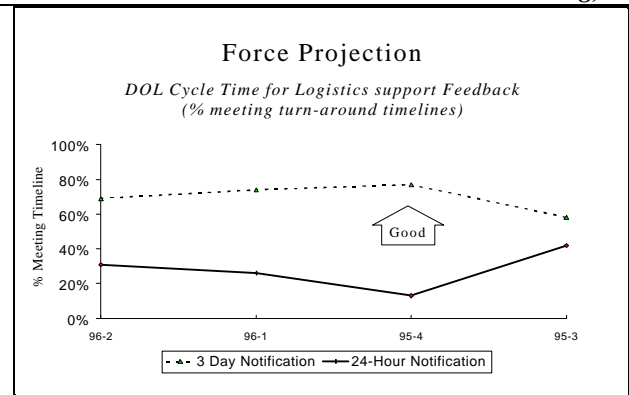


Figure 6.1.21

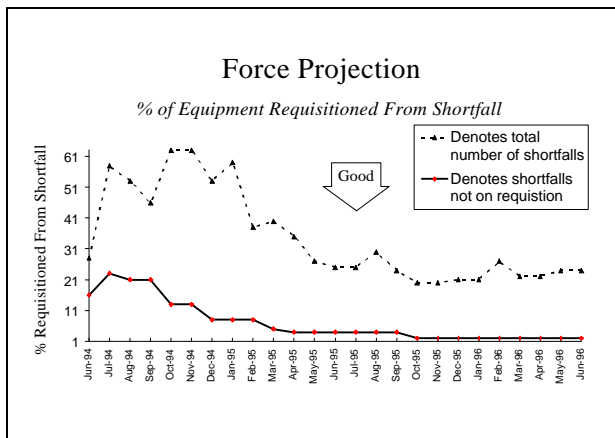


Figure 6.1.19

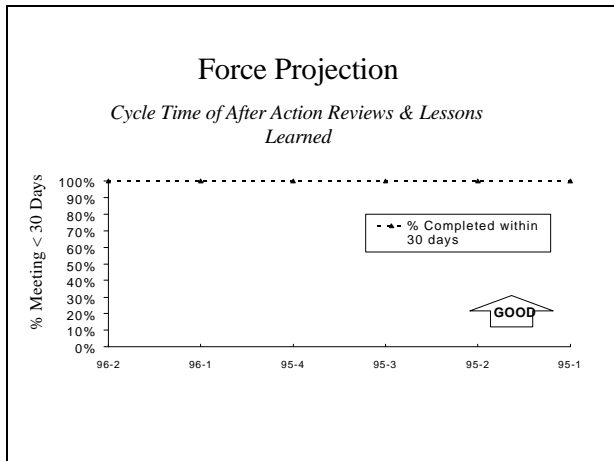


Figure 6.1.22

Figure 6.1.19 shows a constant decline in the percentage of equipment requisitioned from shortfall. The % of shortfalls not on requisition has also shown a constant decline, improving Fort Benning's force projection.

Figures 6.1.20-22 show the customer support work results for power projection at Fort Benning for maintenance turnaround time and logistical feedback.

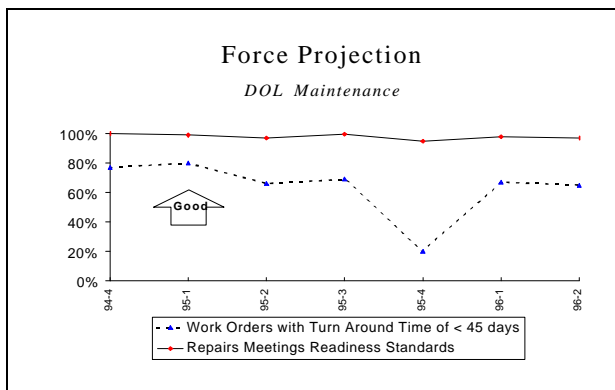


Figure 6.1.20

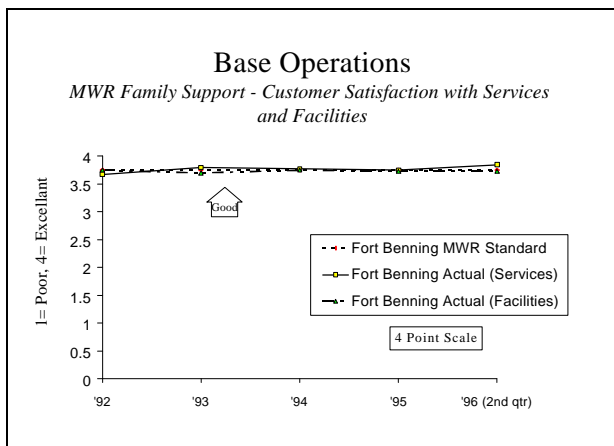


Figure 6.1.23

Figure 6.1.23 plots an average of our family support services customer ratings since 1992 for the service requirements of promptness, courtesy, helpfulness and adequate staff. The results show that we have continuously improved and are exceeding our standard.

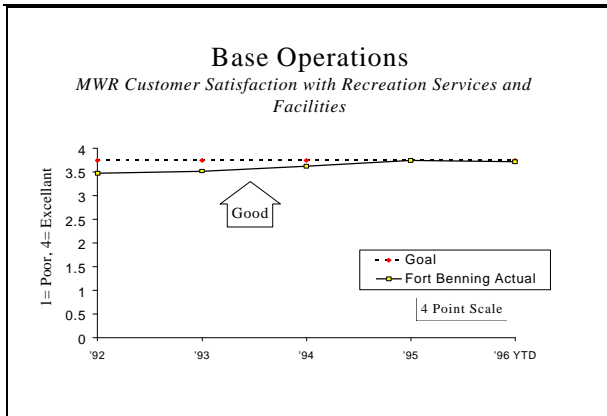


Figure 6.1.24

A key indicator of customer satisfaction is the condition of our recreation facilities shown in Figure 6.1.24. This chart shows our continuous improvement in customer satisfaction ratings for recreation facilities since 1992.

Figure 6.1.25 plots the customer satisfaction ratings for services in our social/entertainment activities that includes clubs, golf and bowling.

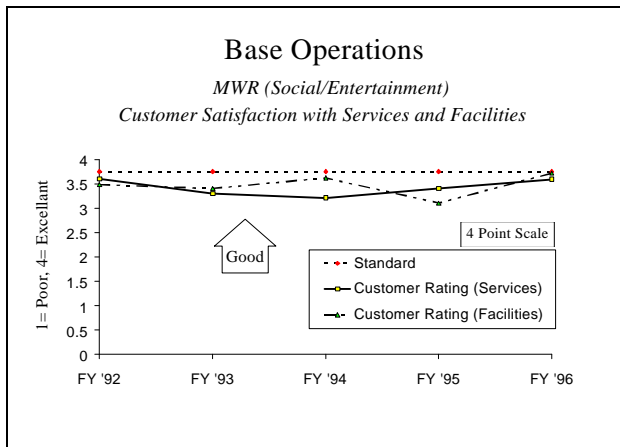


Figure 6.1.25

It also plots customer satisfaction for social/entertainment facilities. Our customer satisfaction rating is improving and approaching our standard for quality facilities.

Enlisted Club participation, Figure 6.1.26, has increased over the past year due to improvements made based on customer requirements. A major improvement was the construction of a new Junior Enlisted Club.

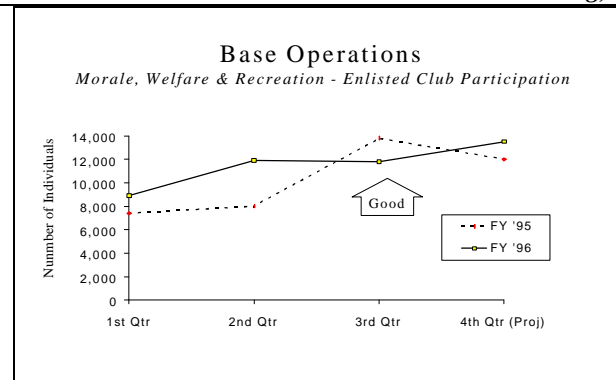


Figure 6.1.26

Awareness levels about MWR clubs and their services have increased since 1992 in almost all customer segments. Figure 6.1.27 illustrates ratings in awareness from the 1991 survey and the results from the 1994 survey.

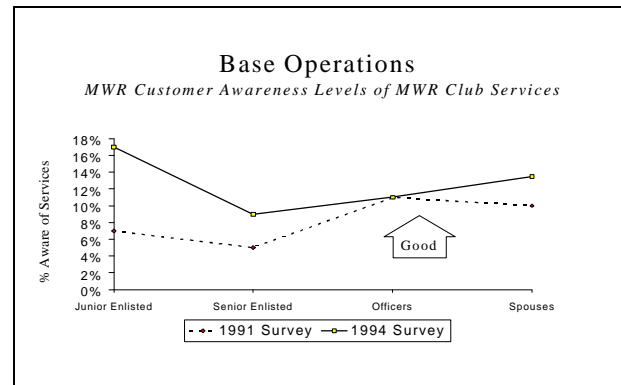


Figure 6.1.27

Revitalization of our bowling activity as seen in Figure 6.1.28, has occurred as a result of benchmarking, analysis of key business drivers and customer requirements. Adjusting the pricing has increased lineage which drives all other aspects of the business. Satisfied customers have a very strong desire for interactive recreation at affordable prices.

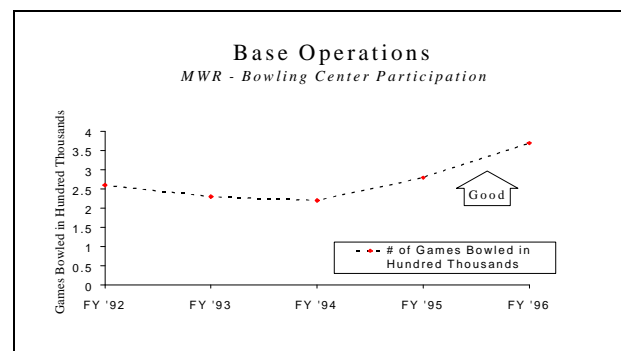


Figure 6.1.28

The Mystery Shopper overall evaluation rating for Family Support services and facilities is improving and exceeds the Fort Benning MWR Standard (Figure 6.1.29).

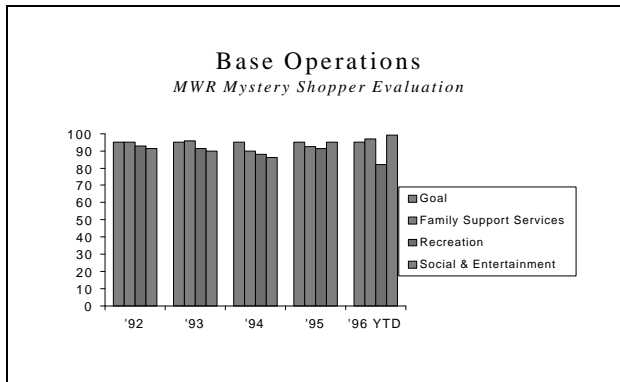


Figure 6.1.29

Figure 6.1.30 shows how the customers, users of family housing, rated the conditions of family housing on Fort Benning on a scale of 1 to 4. Fort Benning is striving to continue this upward trend.

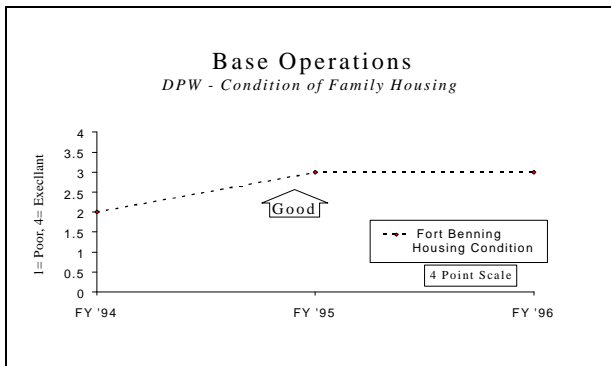


Figure 6.1.30

Figure 6.1.31 displays the housing occupancy rate on Fort Benning compared to the DA goal and the Best-in-Class.

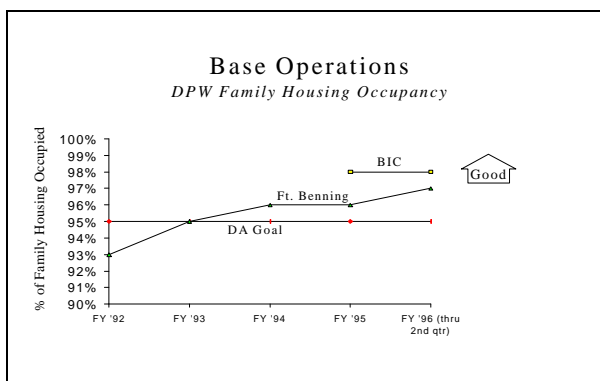


Figure 6.1.31

The work service orders on backlog at Fort Benning began a downward trend in FY 94 as shown in Figure 6.1.32.

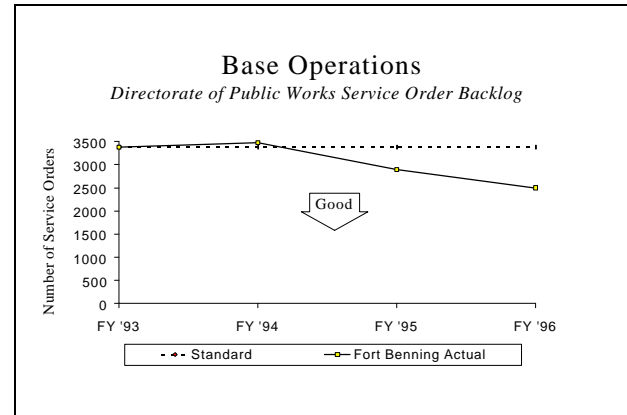


Figure 6.1.32

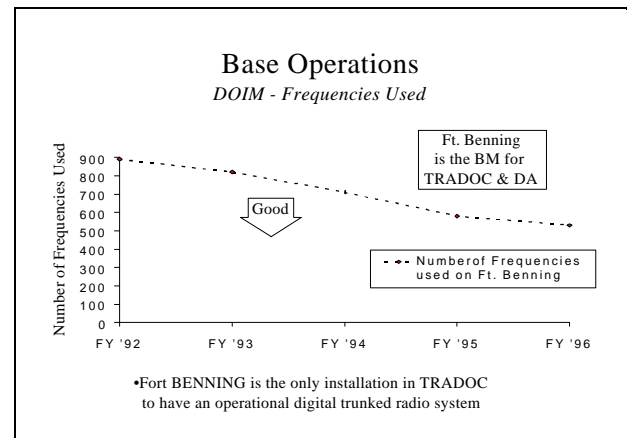


Figure 6.1.33

In Figure 6.1.33, Fort Benning's number of frequencies used per FY is not only decreasing, but is also the benchmark for TRADOC and DA. We employ a state of the art GTE digital trunked radio system. Our frequency requirements are rated best in DA in accordance with Army Frequency Management Office. This has enhanced radio communications throughout Fort Benning in support of operational and emergency response requirements.

6.2 ORGANIZATION OPERATIONAL AND FINANCIAL RESULTS.

6.2a Current Levels and Trends. The following charts depict operational and financial results.

We have had major successes during the past year increasing the funding for the Infantry units in the Army's top Force Packages (FPs). Of our major systems, 100% are funded through FP2. This is a direct indication of the success of our marketing efforts during the past 12 months.

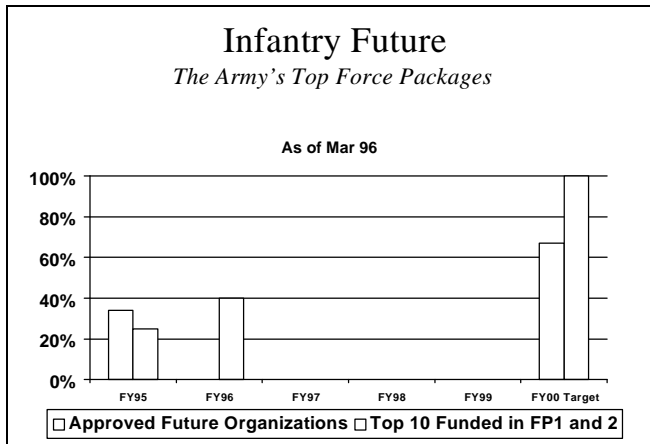


Figure 6.2.1

Fort Benning's KBDs emphasize that more efficient operations with reduced resources are a necessity. Figure 6.2.2 depicts the cost of man-years supported from FY 89 through FY 97. We have reduced the cost per military man-year supported from \$7,000 to \$4,600.

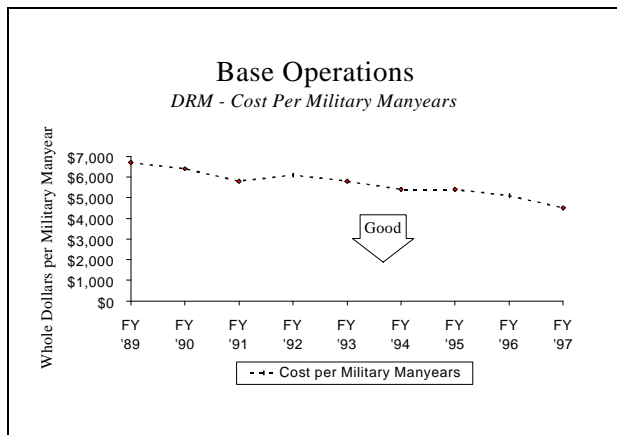


Figure 6.2.2

Figure 6.2.3 depicts the average cost per military and civilians serviced. A dollar reduction of 23% has been realized while the number of military serviced has remained the same over the past three years. Cost per civilians has been reduced through teaming efforts, train-the-trainer, process improvement and other deficiency and productivity initiatives.

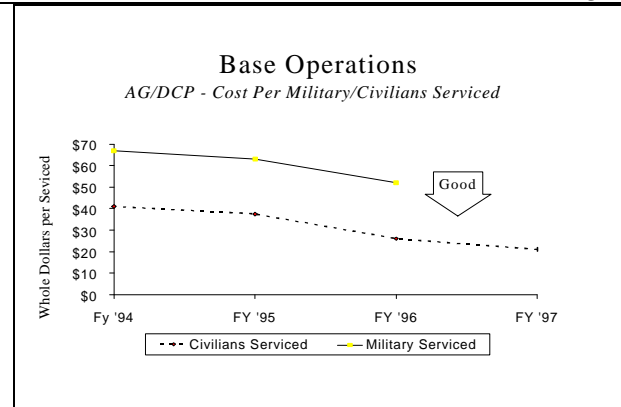


Figure 6.2.3

The DRM established a program that liquidates approximately 75% of obligations in the first year after expiration of the appropriation. All obligations must be liquidated within five years.

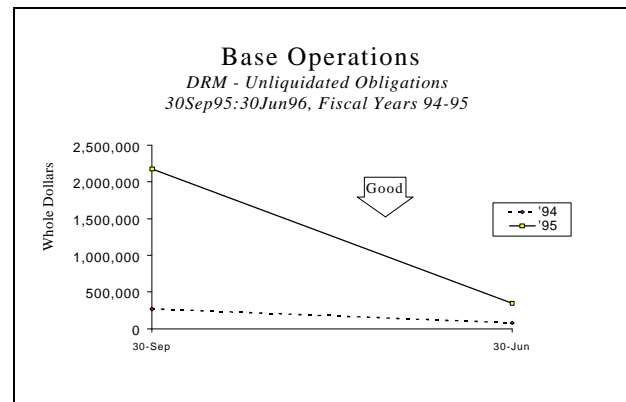


Figure 6.2.4

To ensure maximum use of available dollars, Fort Benning implemented a program in 1994 to review funds that were deobligated in expired year appropriations. We identified areas to reutilize prior year funds. Additional prior year funds from TRADOC were obtained (Figure 6.2.5).

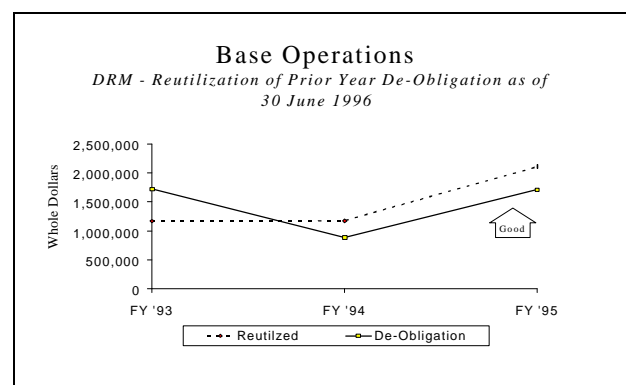


Figure 6.2.5

With the addition of two child care centers since 1991, we have been able to meet the demands of our customers and maintain a quality child care program

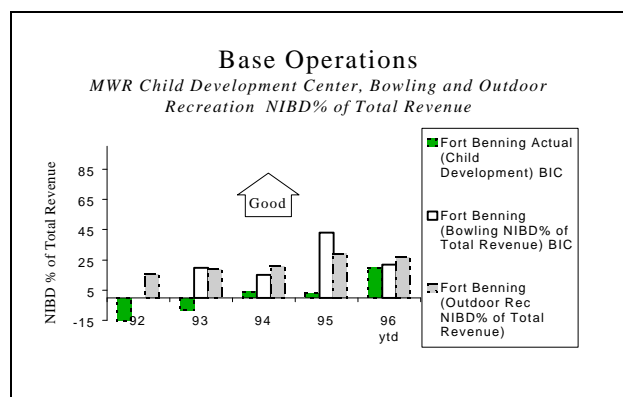


Figure 6.2.6

Triennial Surveys conducted have indicated that our Fort Benning customers desire more outdoor recreational activities. The financial results have validated the trend toward this type leisure activity (Figure 6.2.6).

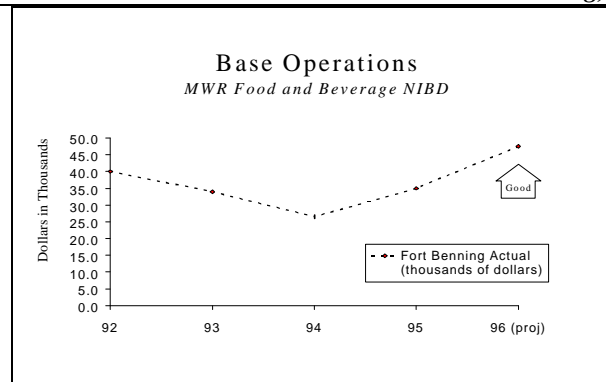


Figure 6.2.7

Results from our benchmarking efforts with local bowling centers, along with analysis of our KBD and customer requirements, have driven an increase in bowling participation. Performance of the MWR Food and Beverage operation for the clubs, golf, and bowling centers has improved greatly from 1994.

ACTIVITY	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96 PROJ	Performance Trend
Recreation								
Destin Rec Area	120.8	171.0	128.3	127.7	109.2	210.1	221.8	Improving
Uchee Creek Rec Area	-18.7	-16.7	-4.4	58.9	90.3	118.2	144.5	Improving
Outdoor Equip Ckout	2.1	14.2	25.7	22.8	33.1	24.0	6.4	*See Note 1
Car Wash	46.3	48.7	79.9	68.9	70.5	62.0	17.7	*See Note 1
Laundromat	56.5	52.2	91.1	110.9	107.2	103.9	106.5	Improving
ITR	1.5	91.1	88.4	111.9	99.5	102.0	116.6	Improving
Autocrafts	-3.4	16.7	7.9	20.5	8.1	21.8	11.1	** See Note 2
Recreation Centers	-37.4	-40.6	-39.1	-40.7	-41.4	-31.0	-15.4	Improving
Social/Entertainment								
Officer's Club	22.7	26.6	-69.1	-116.4	-163.1	17.6	16.3	Improving / *See Note 1
NCO/Jr. Enl Clubs	402.6	637.1	543.1	353.4	197.9	226.9	358.9	Improving
Bowling	293.6	326.5	256.2	204.7	128.1	114.9	211.6	Improving
Golf	244.2	195.1	200.8	101.3	126.4	163.9	106.5	Changes Ongoing / *See Note 1
Family Support								
Child Development Svc	-88.3	16.2	-82.7	-42.3	20.0	49.4	71.8	Improving
Youth Services	15.7	-31.7	-56.2	-63.6	-31.4	-7.2	4.9	Improving

Note 1: Hurricane Opal in OCT 95 caused major damage to MWR facilities. The car wash was destroyed and is currently being rebuilt. The bad weather also affected business in such activities as golf and outdoor recreation areas.

Note 2: A new 42-bay autocraft center will be constructed in FY97. Requirement for this facility is supported by customer feedback and will replace two aged facilities at inconvenient locations.

Figure 6.2.8

Our current profit % of total revenue exceeds the industry standards. An indication of the overall productivity of the MWR is shown in the net income before depreciation (NIBD) as a % of total revenue in Figure 6.2.9. The Fort Benning MWR not only produces high revenue but also maintains a high % of NIBD to total revenue.

Fort Benning far exceeds the DA standard of 7% and outperforms our best competitor in TRADOC.

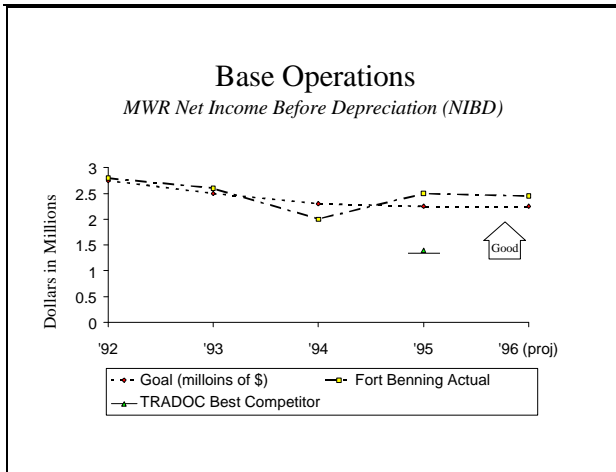


Figure 6.2.9

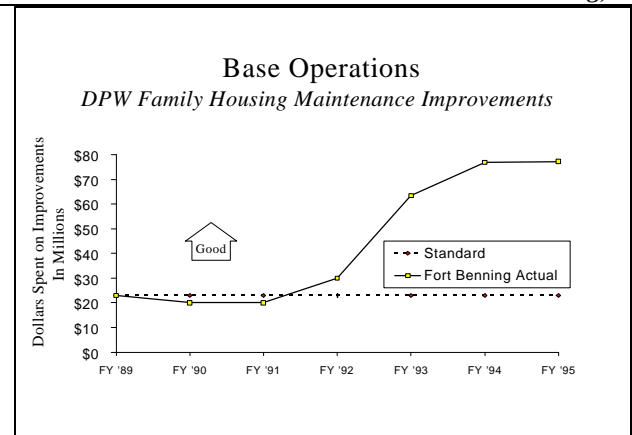


Figure 6.2.12

Figure 6.2.12 displays the dollar amount that has been invested in Fort Benning family housing for improvements and maintenance repairs.

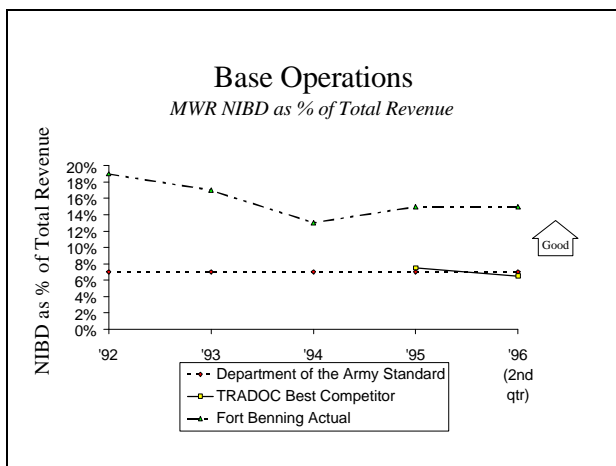


Figure 6.2.10

Another indication of growth in capital investment is the increase in depreciation. The Fort Benning MWR continues its growth trend in depreciation as capital purchases and minor construction projects are executed to meet the wants and needs of the MWR customer

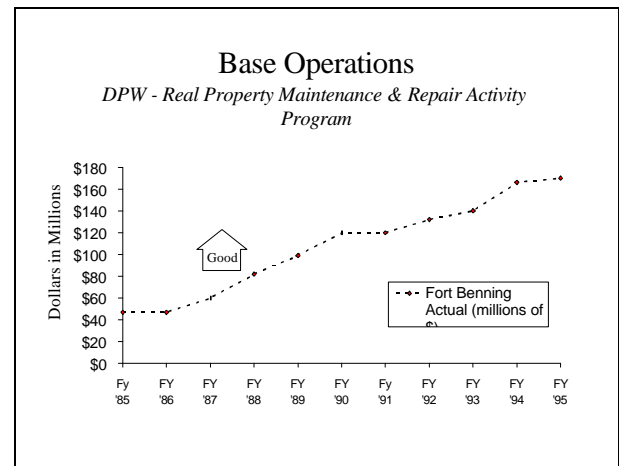


Figure 6.2.13

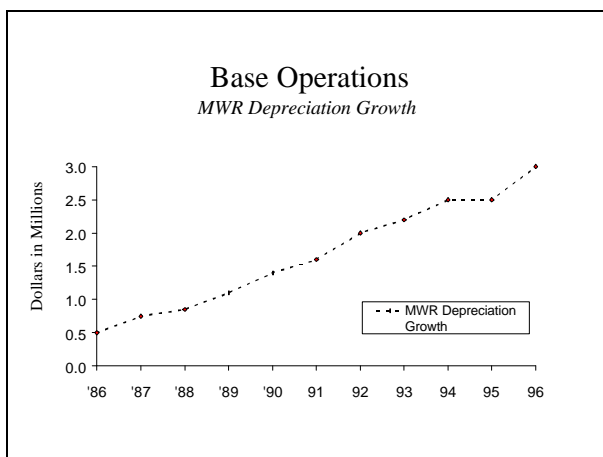


Figure 6.2.11

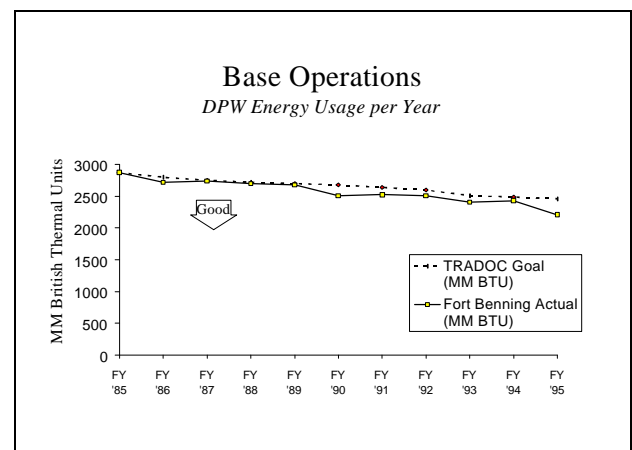


Figure 6.2.14

Figure 6.2.14/15 shows a definite improvement on utility usage on Fort Benning over the past decade. We have met or surpassed TRADOC goals.

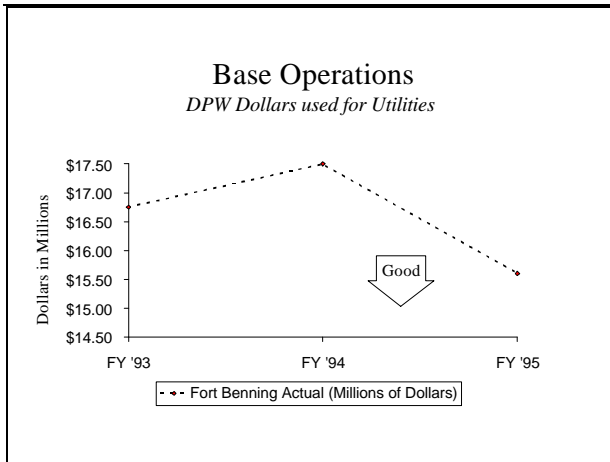


Figure 6.2.15

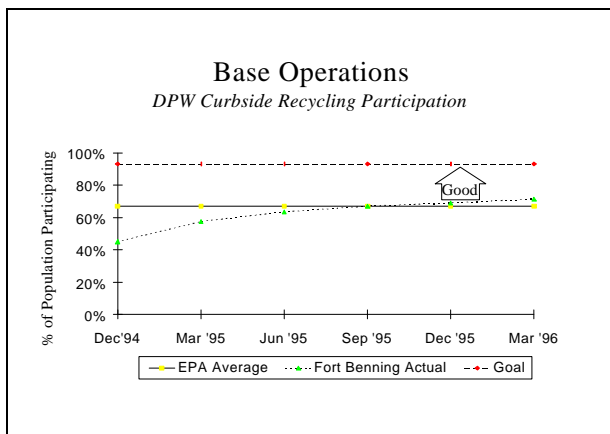


Figure 6.2.16

Figure 6.2.16 shows Fort Benning with an increase in curbside recycling participation beyond the EPA average. We are striving towards a goal of 93% participation rate of our populace. This accounts for the increase in recycled tonnage over the past two years as shown in Figure 6.2.17.

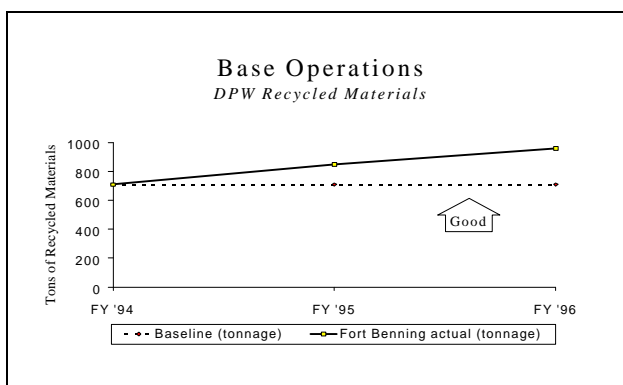


Figure 6.2.17

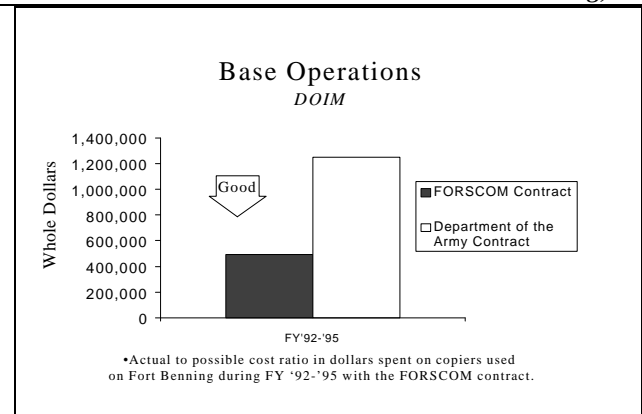


Figure 6.2.18

Figure 6.2.18 shows the ratio of money spent on photocopiers on Fort Benning. Significant dollars were saved by using the FORSCOM contact instead of the DA contract.

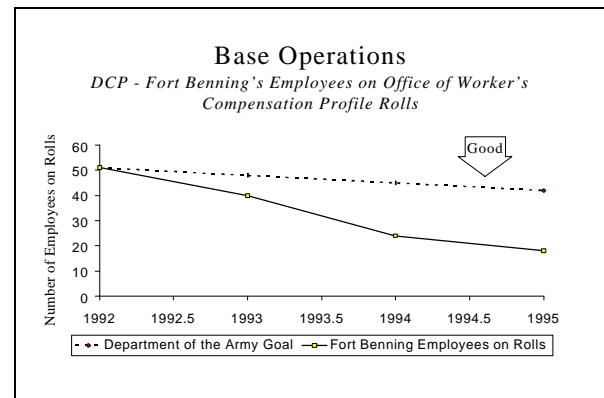


Figure 6.2.19

Figure 6.2.19 depicts Fort Benning's continual and substantial decrease of number of their employees on Office of Worker's Compensation Profile rolls which is also considerably below DA goals.

6.3 HUMAN RESOURCE RESULTS.

6.3a Current Levels and Trends. The following figures depict the current levels and trends in our five KPs. Across a broad spectrum of our process performance, trend results exceed requirements and are indicative of continuous improvement. Employee development, well-being, satisfaction, and effectiveness exceed the baseline standards in most areas.

Military Personnel Readiness. Our deploying units' personnel readiness was Best-in-Class twice this year and has improved to better than the Army average as shown in Figures 6.3.1.

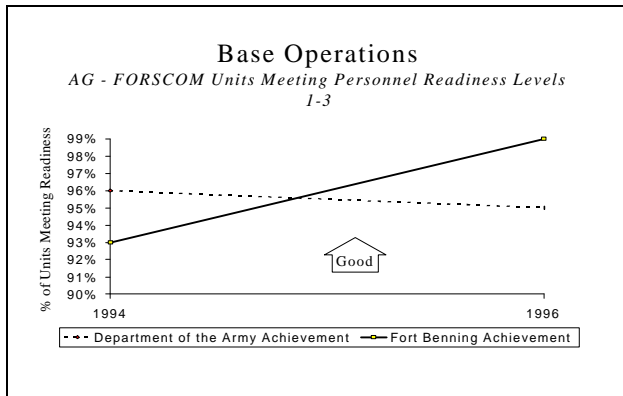


Figure 6.3.1

Our quarterly measurement of non-deployable Soldiers in Figure 6.3.2 show improvement since measurement started in 1995.

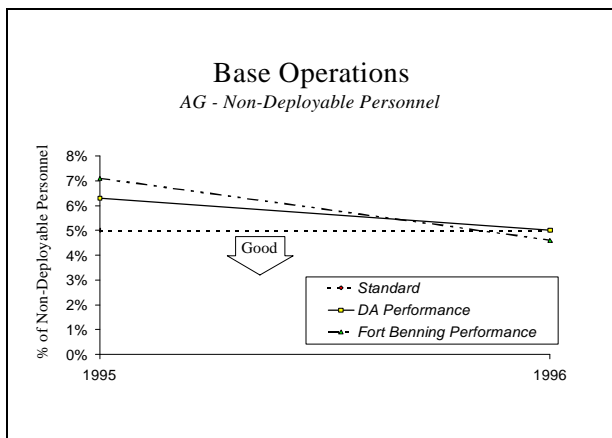


Figure 6.3.2

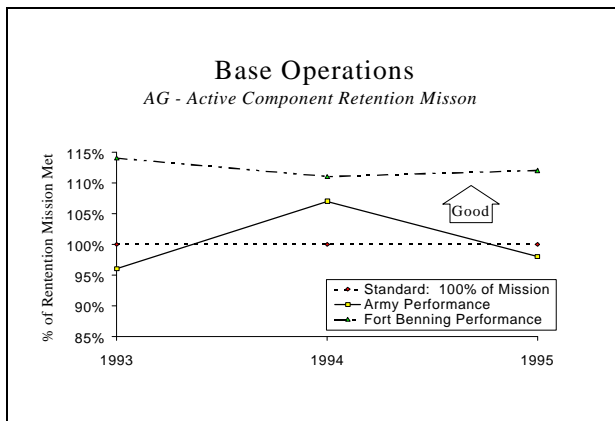


Figure 6.3.3

As can be seen in Figure 6.3.3, Fort Benning has exceeded its own 100% standard and has exceeded DA performance level.

Military Personnel Services. Five key military personnel services have maintained a perfect 100% accuracy and timeliness over the last three years.

HR PROGRAM	ANNUAL WORKLOAD	93-96 ACCURACY/TIMELINESS
Casualty Reports	347	100%
Officer Promotions	195	100%
Enlisted Promotions	744	100%
Retirement Processing	490	100%
Congressional Corres	404	100%

Figure 6.3.4

Four programs were cited by TRADOC as Best-in-Class for 1996:

- In/Outprocessing Programs
- Retirement Processing and Retiree Services
- Mass Casualty Operations Plan
- AG Training Program for Military Personnel Specialist

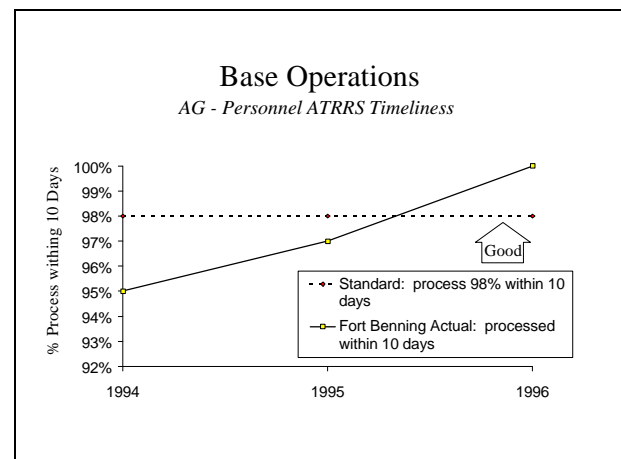


Figure 6.3.5

As Figure 6.3.5 indicates, ATRRS accuracy and timeliness have improved over the last three years--achieving 100% in 1996 to date.

SIDPERS and Personnel Data Accuracy. Fort Benning was Best-in-Class in 6 of 11 evaluations of our installation SIDPERS database over the last three years. Figure 6.3.6 displays an accuracy rate of 99.9%, significantly well above the Army average.

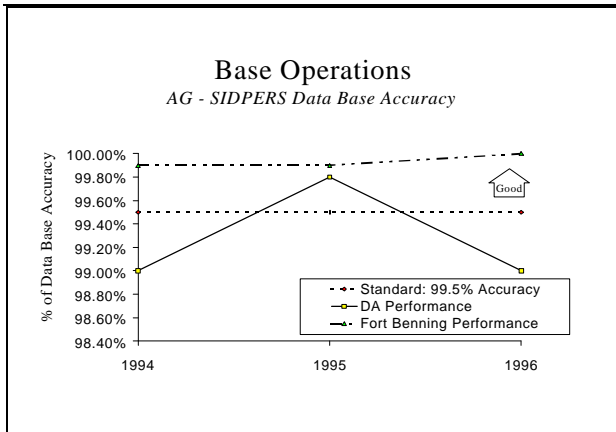


Figure 6.3.6

Figure 6.3.7 shows we have consistently exceeded DA's goal of 96.5% accuracy of unit and installation agencies.

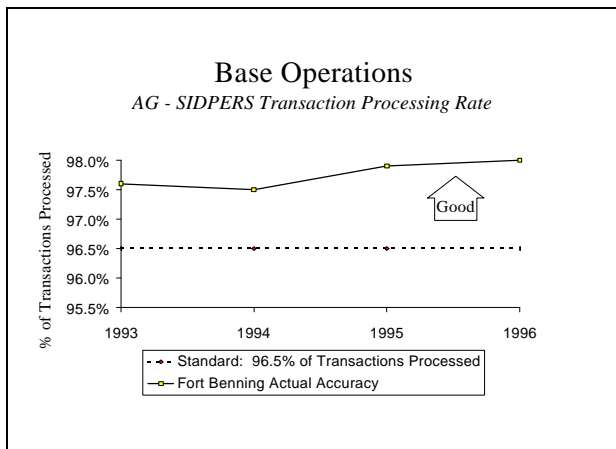


Figure 6.3.7

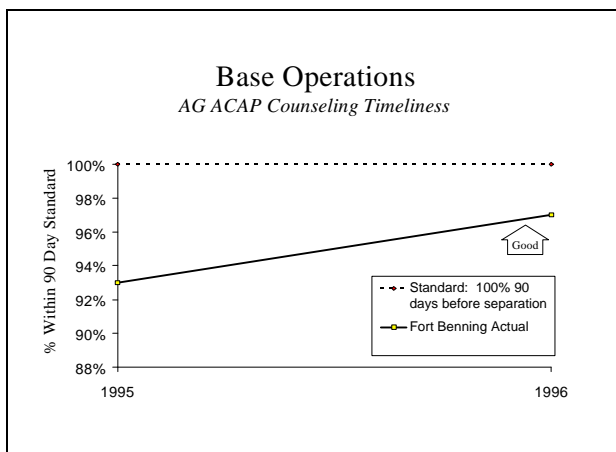


Figure 6.3.8

We continue to take care of soldiers as they transition out of the Army. Our Fort Benning Army Career Alumni Program (ACAP) was selected by HQDA as Best in the Army in 1994.

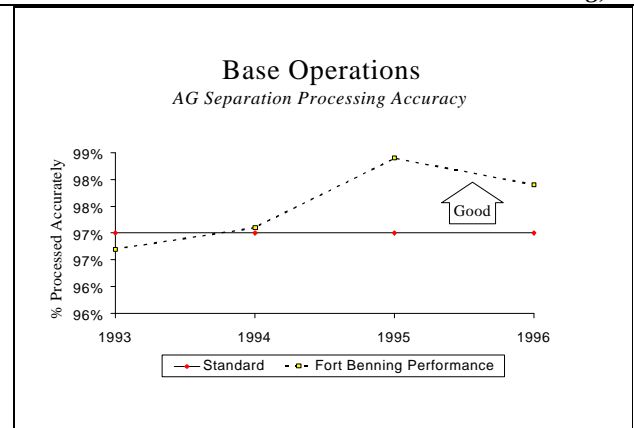


Figure 6.3.9

Since 1993, Fort Benning has consistently exceeded processing standards of 97.5% for accuracy and timeliness in DD Form 214 and other separation documents.

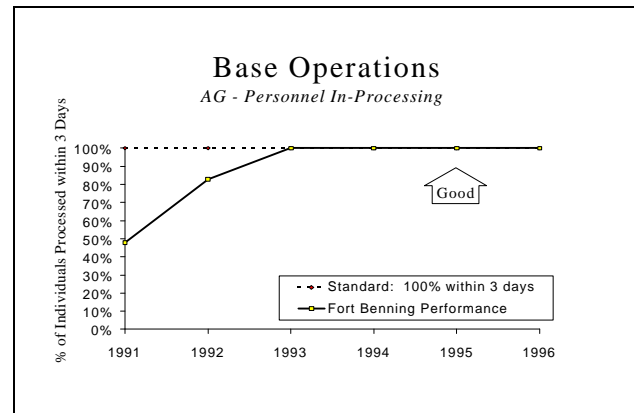


Figure 6.3.10

As depicted in Figure 6.3.10, the BASOPS standard is to inprocess 100% of individuals within three days. In 1993, we developed and implemented an automated appointment system achieving and maintaining a 100% standard.

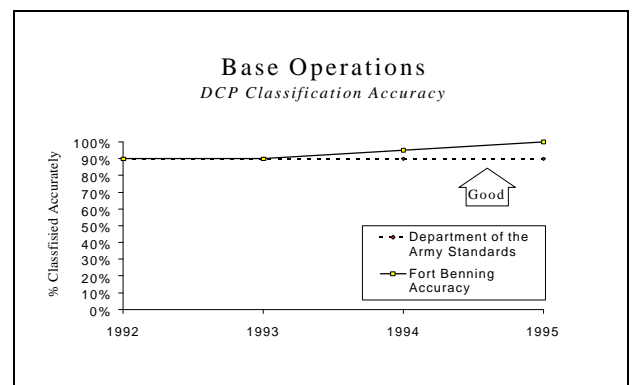


Figure 6.3.11

Figure 6.3.11 depicts the improvement trend of job classifications. We have met and exceeded Department of the Army standards since 1992.

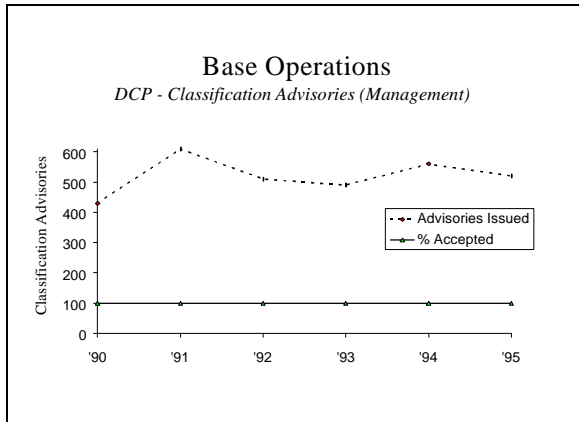


Figure 6.3.12

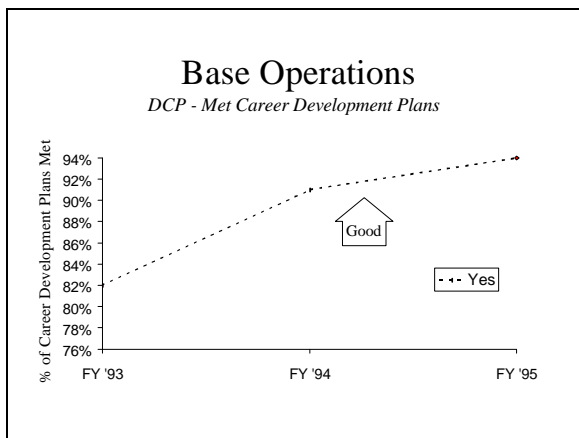


Figure 6.3.13

The steady increase (Figure 6.3.13) in career development plans for our civilian work force is a means for high customer morale.

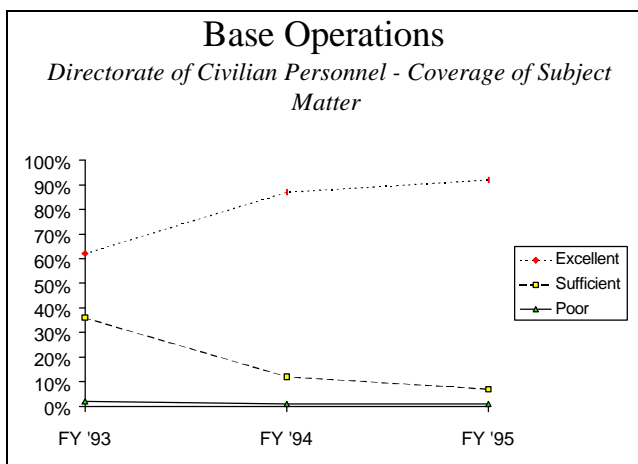


Figure 6.3.14

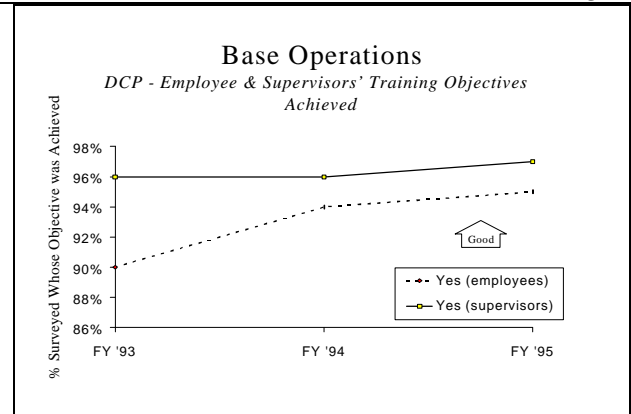


Figure 6.3.15

Figure 6.3.15 shows an improvement trend in meeting employee and supervisor objectives.

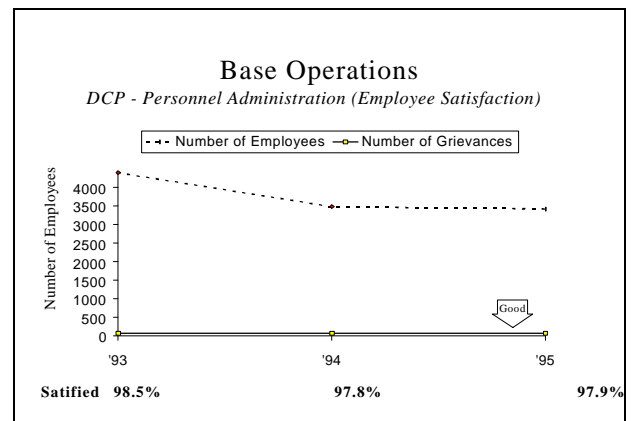


Figure 6.3.16

Figure 6.3.16 shows that employee grievances have not increased over the last three years; although the number of employees has decreased and the workload has increased.

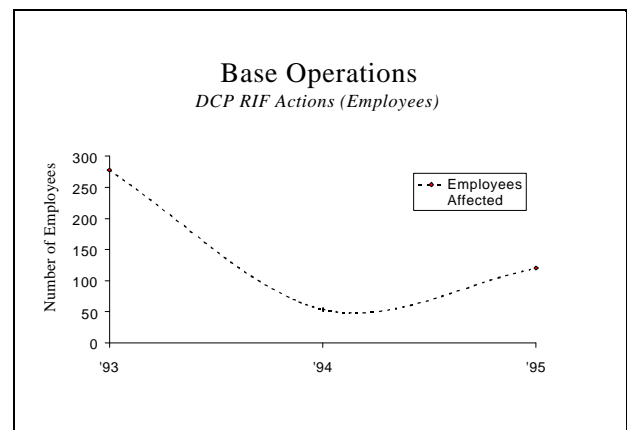


Figure 6.3.17

The number of employees affected by RIF actions dropped in 93 and 94 with a slight increase in 95 due to more draw down.

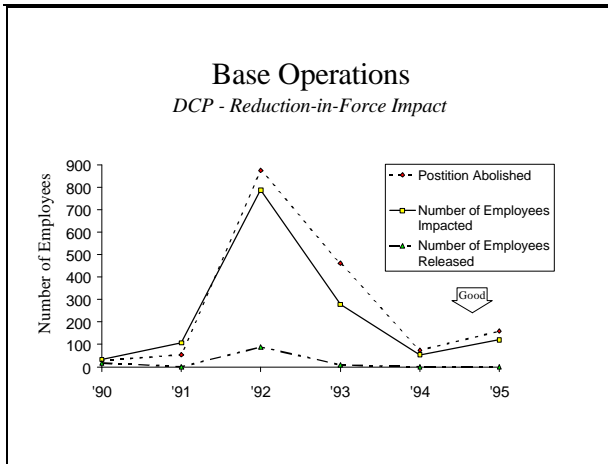


Figure 6.3.18

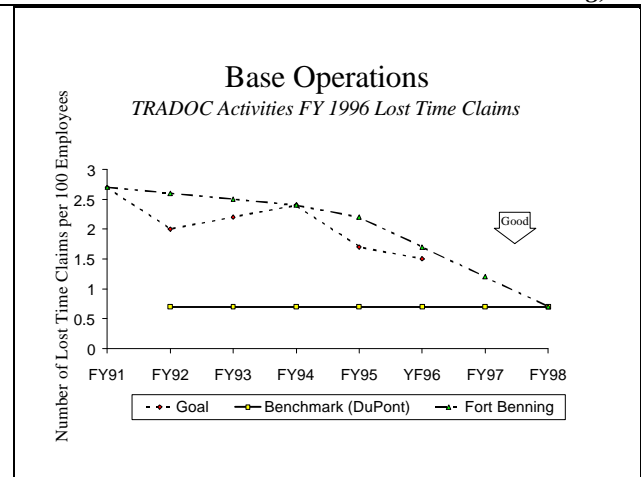


Figure 6.3.21

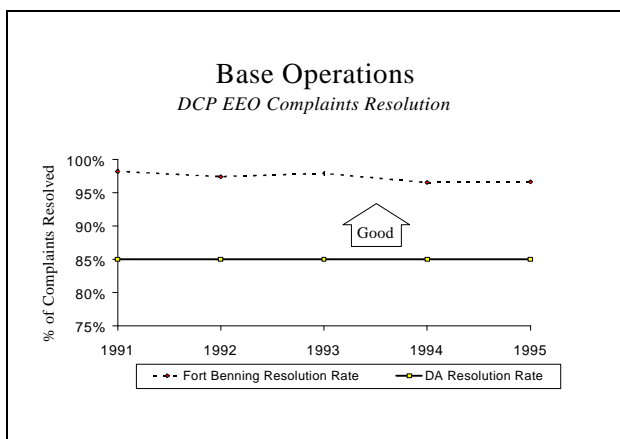


Figure 6.3.19

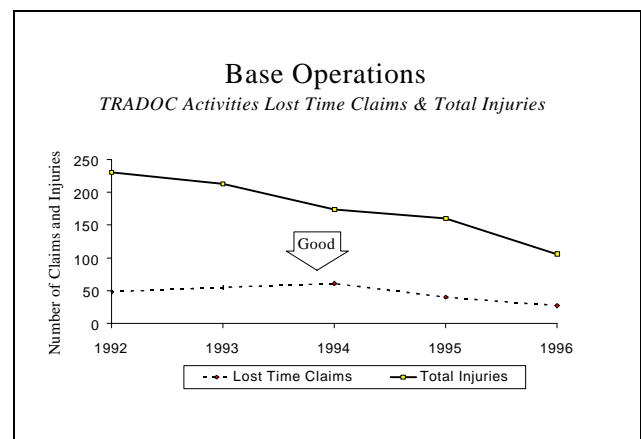


Figure 6.3.22

Equal employment opportunity complaint resolution continues to be maintained well above the DA goal of 85% as seen in Figure 6.3.19.

Figure 6.3.23 shows a dramatic decrease in the number of recordable accidents over the last ten years.

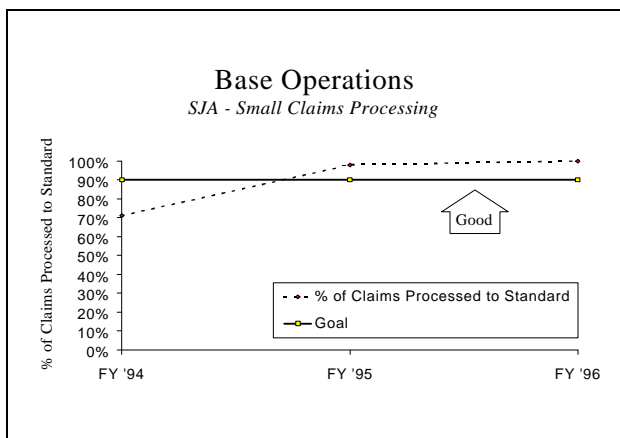


Figure 6.3.20

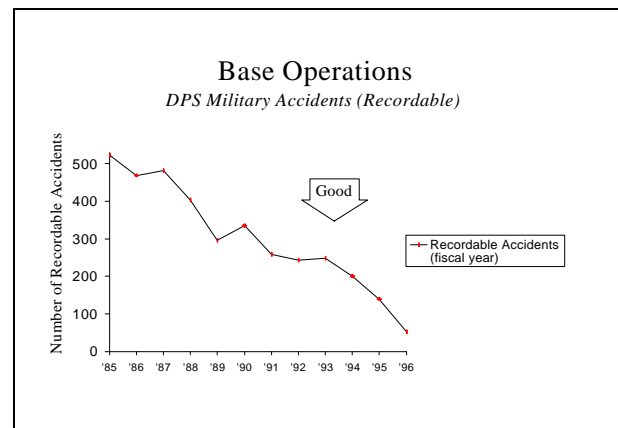


Figure 6.3.23

Figures 6.3.21 and 6.3.22 show that time lost due to injuries has decreased and continues to stay below the ceiling established by TRADOC.

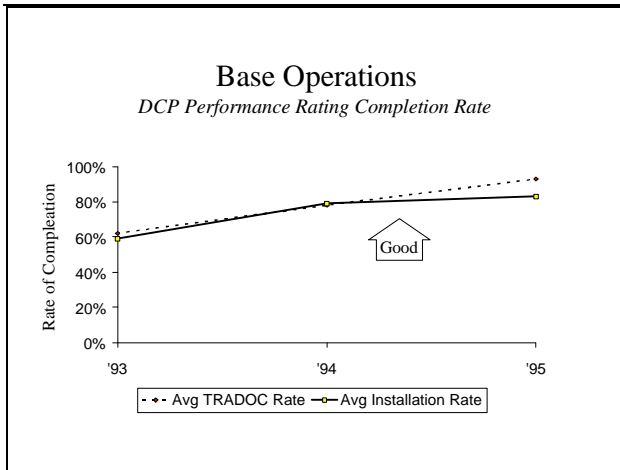


Figure 6.3.24

Figure 6.3.24 shows that Fort Benning's performance rating completion is increasing. We are striving to exceed TRADOC standards in FY96.

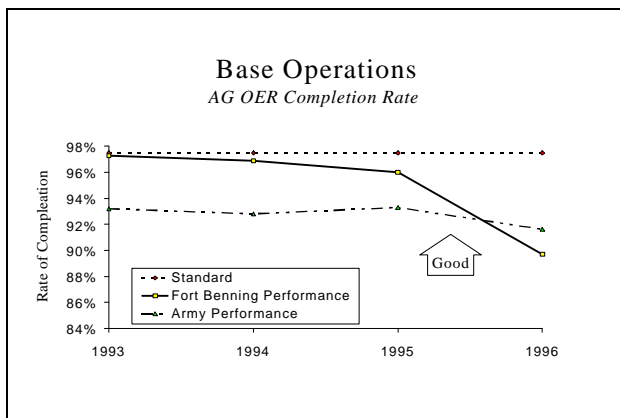


Figure 6.3.25

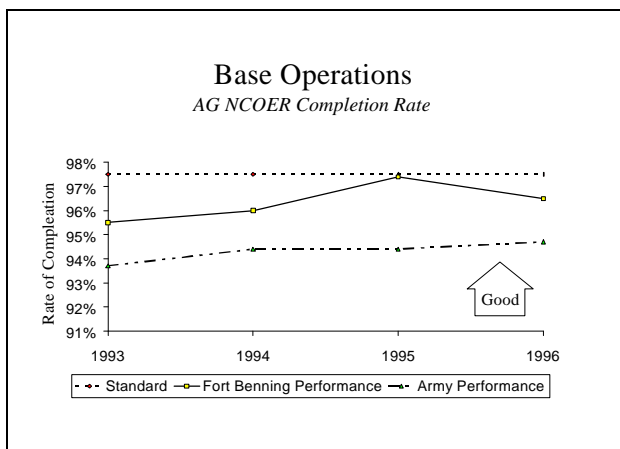


Figure 6.3.26

Figures 6.3.25 and 6.3.26 depict the OER and NCOER completion rate as compared to Army wide performance.

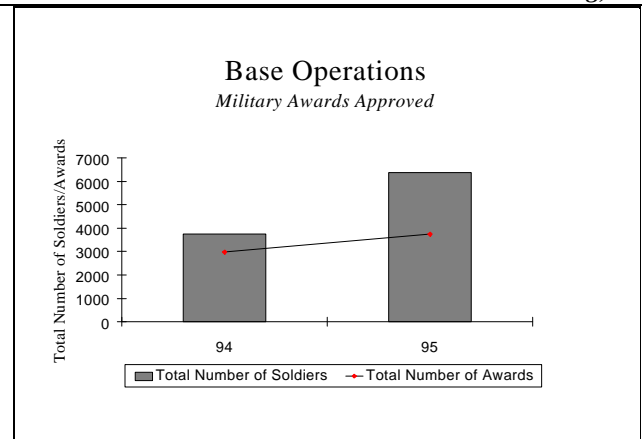


Figure 6.3.27

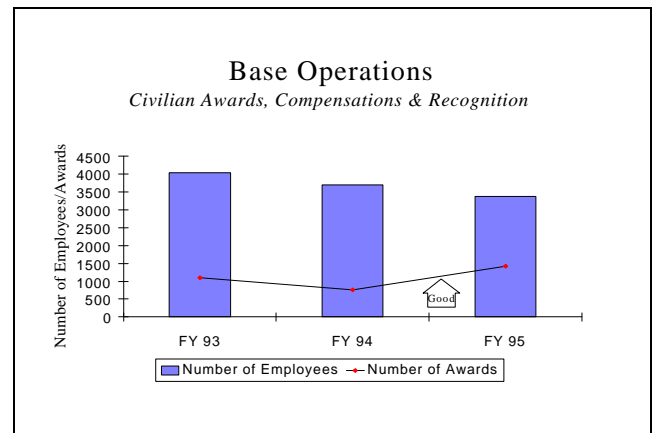


Figure 6.3.28

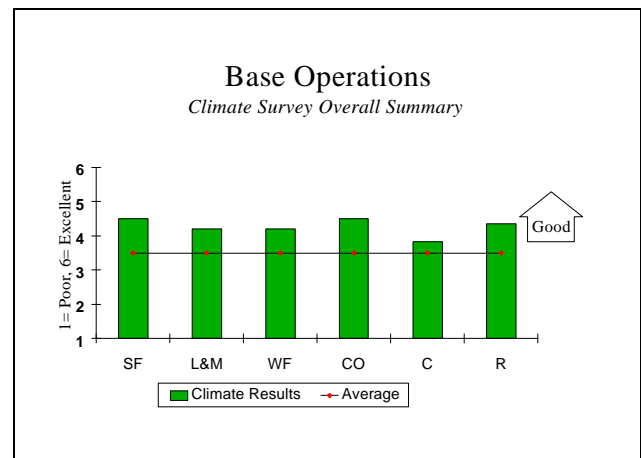


Figure 6.3.29

Figure 6.3.29 depicts above average results on the DOD Employee Climate Survey taken in August 1995; 685 employees were surveyed, representing 10% of our BASOPS workforce. Categories Surveyed: Strategic Focus (SF), Leadership & Management (L&M), Work Force (WF), Customer Orientation (CO), Communications (C) & Results Orientation (R).

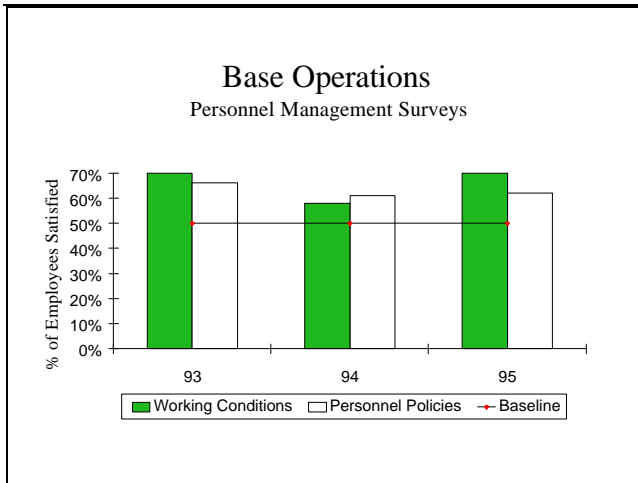


Figure 6.3.30

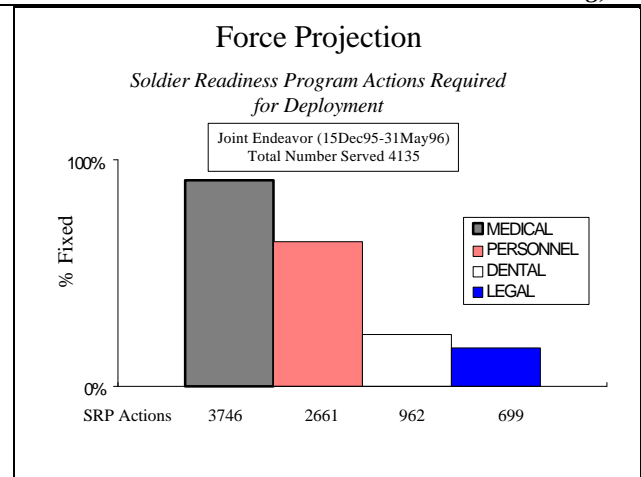


Figure 6.4.2

6.4 SUPPLIER PERFORMANCE RESULTS.

6.4a Current Levels and Trends. The following figures show the current levels and trends in our five KPs regarding Supplier Performance Results.

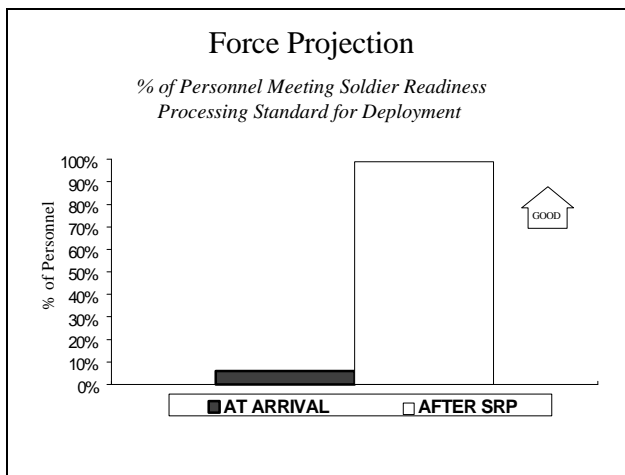


Figure 6.4.1

Individual readiness of our mobilizing soldiers is essential to our mobilization and deployment for Operation Joint Endeavor (Bosnia). As Figure 6.4.1 shows, only 6% of mobilizing soldiers were fully ready for deployment upon arrival at Fort Benning. After Soldier Readiness Processing (SRP) operations, 99% were able to deploy. The categories of SRP actions needed are shown in Figure 6.4.2.

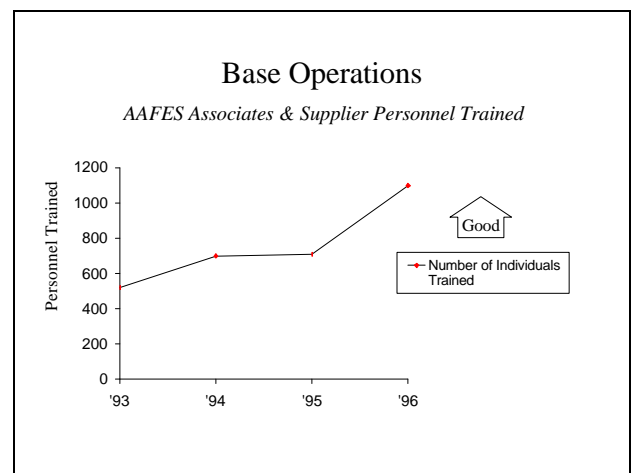


Figure 6.4.3

The Army Air Force Exchange Service (AAFES) has increased associates and supply personnel training over the past three years (Figure 6.4.3).

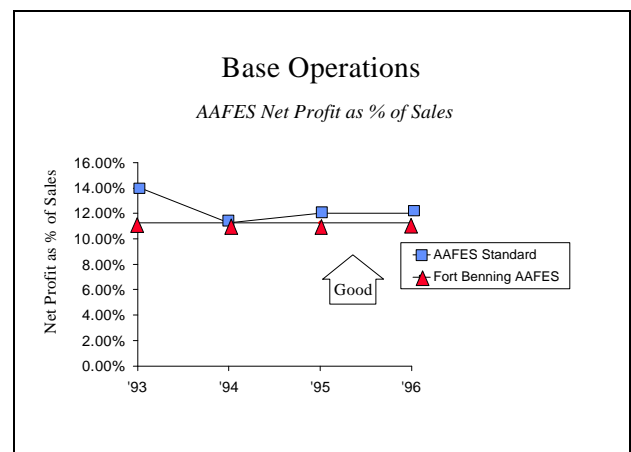


Figure 6.4.4

Fort Benning AAFES continues to maintain performance above the standard (Figure 6.4.4).

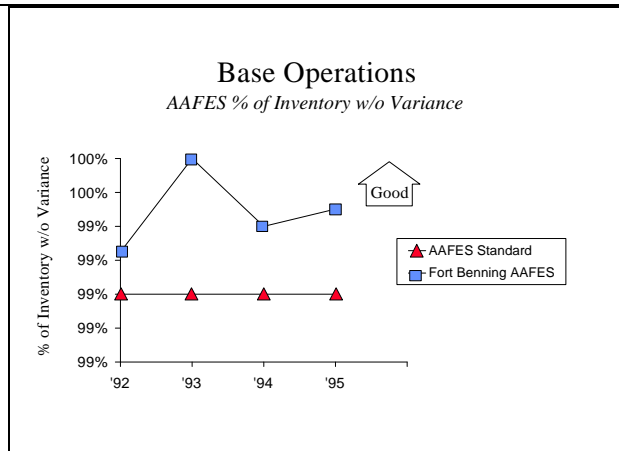


Figure 6.4.5

Fort Benning AAFES operates well above standard in the area of inventory variance allowing savings to be passed on to the consumer (see Figure 6.4.5).

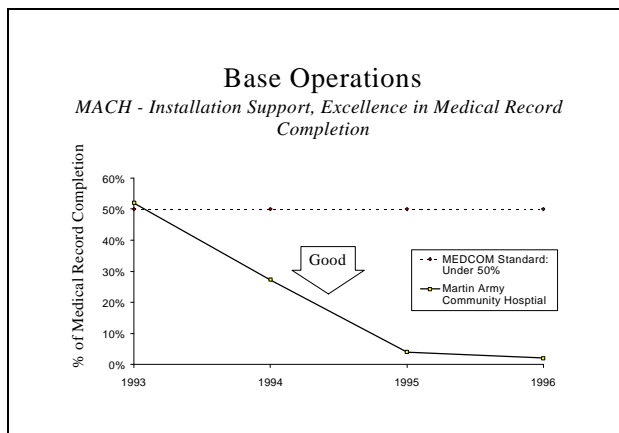


Figure 6.4.6

Fort Benning's excellence in medical record completion exceeds the standard set by MEDCOM. Figure 6.4.6 also indicates a significant improvement trend since 1993.

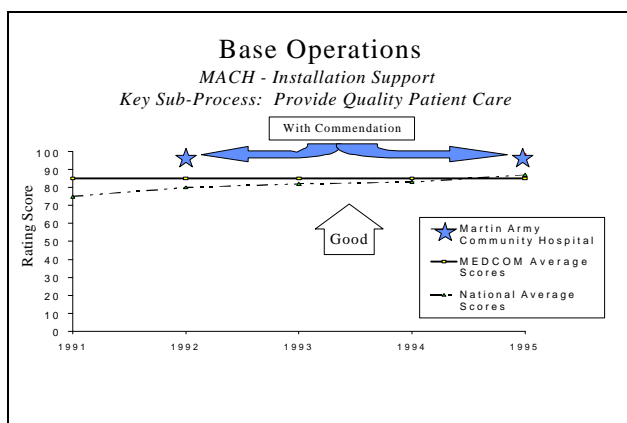


Figure 6.4.7

During the triennial inspection by the Joint Commission on Accreditation of Healthcare Organizations Martin Army Community Hospital (MACH) scored well above the national average, with commendation as depicted in Figure 6.4.7. Only 4% of institutions evaluated are rated "With Commendation."

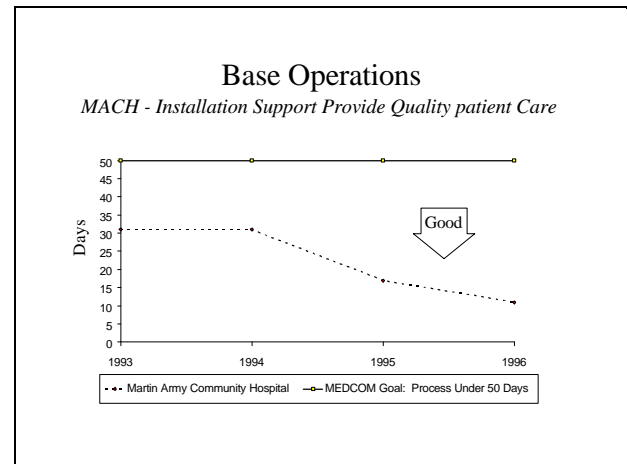


Figure 6.4.8

The rapid and efficient processing of medical boards by MACH is well below the MEDCOM goal and exceeds customer requirements (Figure 6.4.8).

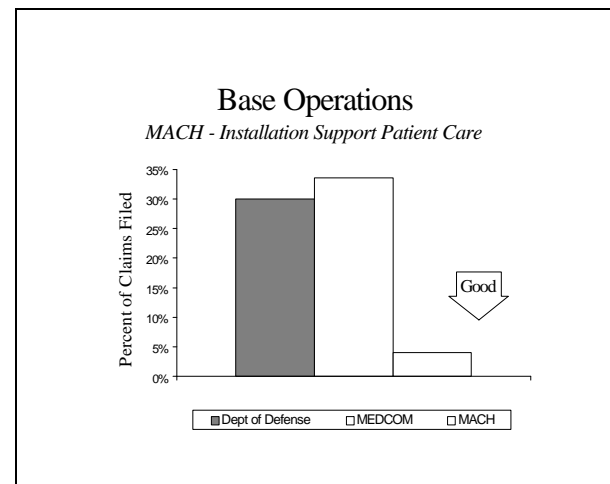


Figure 6.4.9

Figure 6.4.9 shows that MACH percent of malpractice claims paid out as a percentage of claims filed in 1995 is significantly lower than MEDCOM and the Department of Defense.

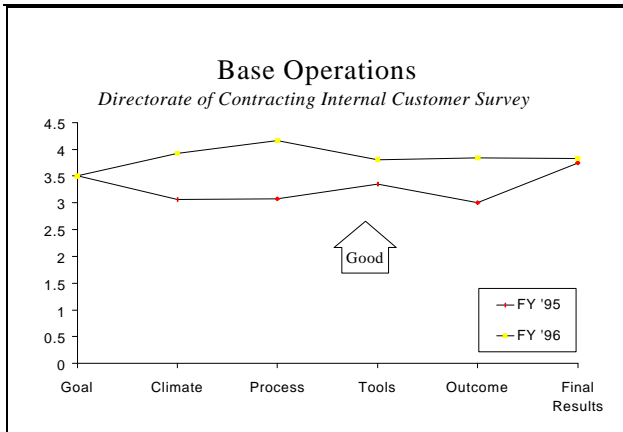


Figure 6.4.10

Figure 6.4.10, chart shows that overall satisfaction with the internal process in the Directorate of Contracting (DOC) is increasing.

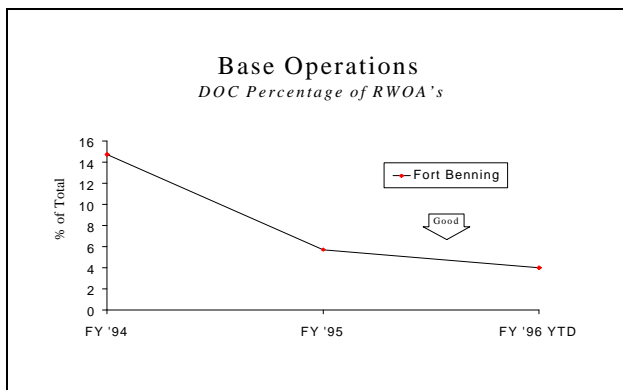


Figure 6.4.11

Figure 6.4.11 shows significant decrease in purchase returns that were not acceptable for input into the contract process and were Returns Without Action (RWOA). Publication of regulations, specific training sessions, and quarterly visits to the major users by the DOC were factors in the improvement.

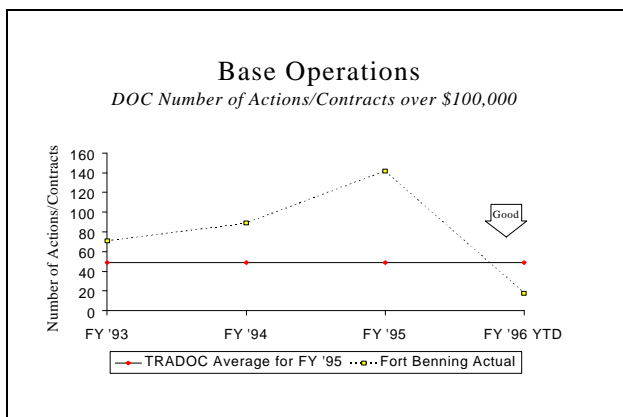


Figure 6.4.12

Figures 6.4.12 and 6.4.13 are excellent indicators of the overall success of the contract processes leading to award of the actions. They display the types of actions, the numbers performed, and the time it takes to award them.

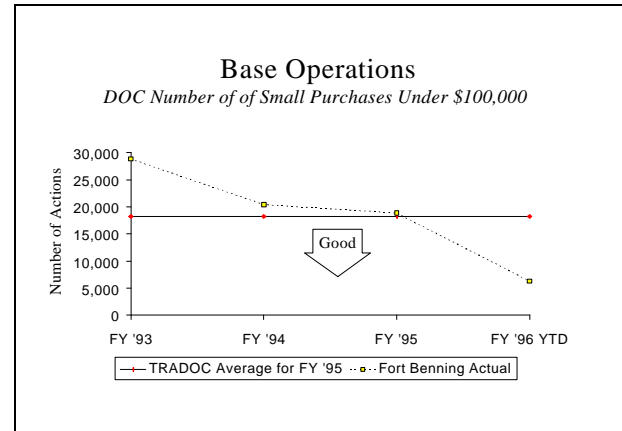


Figure 6.4.13

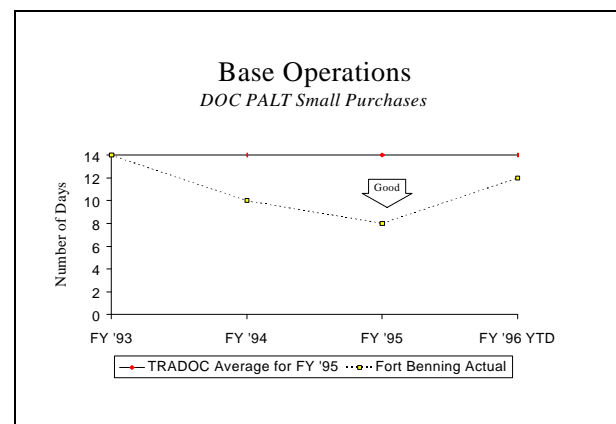


Figure 6.4.14

Procurement Administrative Lead Time (PALT) is the measurement of most concern to customers. Figure 6.4.14 shows that DOC has a much better turn-around than the average TRADOC contracting office for small purchases. The PALT for large dollar contracts (not shown) is below average due to the loss of experienced contracting personnel under the Volunteer Early Retirement Act. This trend will improve as new personnel become fully trained and more familiar with installation functional relationships.